



LOOKING INTO THE ABYSS

The Emergency Management Process

Emergency Management is sometimes referred to as the “abysmal science” because it requires the practitioner to anticipate and plan for an enormity of disasters and sufferings. The process of “planning” is most simply described as the way we try to influence the future, and “emergency planning,” while not a new concept, is a new profession. Until recent history, Emergency Management was highly fragmented and its effectiveness largely depended on the skill of individual leaders.

EMERGENCY MANAGEMENT HISTORY

The nuclear age and the Cold War gave emergency planning more impetus. With greater risks and vulnerabilities, our nation’s leaders realized they needed a “discipline” that would enable them to frame a problem, solve it, and agree on a course of action. So emergency planning became mandated in 1950, with the Civil Defense Act.



Civil Defense popularized a planning discipline that other agencies could follow for all manner of emergencies, including weather, earthquake, fire, hazmat, and acts of violence. Unfortunately, this created many parallel programs and policies, compounding the complexity of disaster relief efforts. The National Governors Association asked the federal government to simplify things, so in 1979 several agencies were merged into a new Federal Emergency Management Agency (FEMA). With FEMA’s help, states, local governments and private



agencies can now work together in the emergency management process. And as of March 2003, FEMA became part of the new Department of Homeland Security.

THE EMERGENCY MANAGEMENT PROCESS

As a new profession, Emergency Management is defined as “the discipline of applying science, technology, planning and management to deal with extreme events that can injure or kill large numbers of people, do great damage to property, and disrupt community life, resulting from man-made or natural causes.” The process consists of four components: Mitigation, Preparedness, Response, and Recovery.

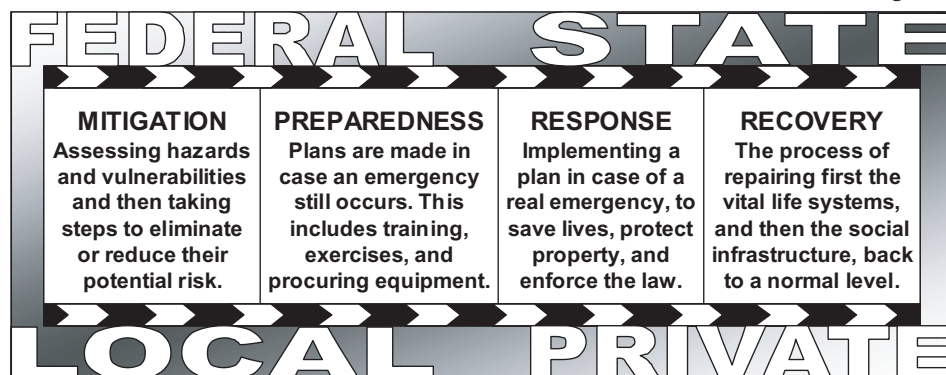
MITIGATION means to prevent or lessen the severity of potential disasters. A component of the mitigation process is conducting a comprehensive “Vulnerability Assessment,” a survey of the surrounding community which includes the residential layout and the operations of public utilities. Imagine the worst — the goal is to identify the hazards and determine their direct and indirect effects.

PREPAREDNESS activities are those taken by an organization to build capacity and obtain resources that may be needed should an emergency occur. One of the key elements of



preparedness is the written “Emergency Plan.” This plan should take into consideration information from

(Continued on Page 2)



(Continued from Page 1)



the Mitigation process, and also include elements such as, emergency response procedures, coordination between various organizations, specialized equipment, training, and emergency exercises. The best way to prepare a plan is combine the experience of all emergency agencies in the area, then brainstorm on what to do for each type of emergency.

RESPONSE activities are those specific steps that need to be taken immediately following Emergency Plan activation. Typically, these are steps that ensure health and safety, enforce law and order, guarantee security, protect emergency responders, ensure emergency notification, and prevent additional damage. Setting up an "Incident Command System" is necessary to carry out these steps.

RECOVERY activities follow the termination of the Emergency Plan and include both immediate and long-term

repair. One of the most critical steps is to conduct an audit to assess damage and the appropriate steps needed to return vital life systems and social infrastructure back to normal.

PREPARING FOR TERRORISM

While Emergency Management has come a long way in the past century, progress continues. A truism in Emergency Management is that nothing works as planned, but without planning there is no starting point except chaos. Joint training and realistic exercises are an excellent way to help get the bugs out of Emergency Plans and foster interagency coordination.

This article on the Emergency Management process only skims the surface. Specialized training is needed to perform Vulnerability Assessments, write Emergency Plans, organize an Incident Command System, and conduct Inter-agency Response Drills. And there are many varied and new hazards to prepare for, from riots and bomb threats to school violence and bio-terrorism – each requiring a unique response.



One military specialist says that "total situation awareness down to the individual responder is the goal." This will require good communications, a standardized incident command system, and basic understanding of Emergency Management by all first responders. This will be realized as training increases at all levels: college, academy and in-service.

The Michigan State Police Emergency Management Division works with county, municipal, and private agen-



cies as a link to FEMA. For assistance, contact the MSP Emergency Management District Coordinator in your area. For training, a list of programs can be found at www.michigan.gov/msp by searching under Emergency Management. Also check FEMA's website at www.fema.gov, and the Department of Homeland Security at www.dhs.gov/dhspublic.

Michigan's Law Enforcement Response To Domestic Violence

If you haven't yet received the new model policy training on Michigan's law enforcement response to domestic violence, the Michigan Commission on Law Enforcement Standards is offering seventeen more programs in 2004 – FREE for police officers. Here is a summary of what will be covered:

PART 1: THE NATURE AND PREVALENCE OF DOMESTIC VIOLENCE

The seminar will take an in depth look at the nature of domestic violence. Police officers will not be surprised to find that batterers share a similar psychology to terrorists. In both cases, there is an unrestrainable impulse for "power and control." The tools of terror are many and diabolical – whatever works, as the diagram illustrates.

Most batterers are heterosexual men, but there are also female batterers and homosexual domestic violence cases. Besides physical force, batterers use threats, lies, and blackmail. They believe that they have the right or justification for what they do. Batterers are obsessed, and are totally dependent on the victim for their own existence.

With batterers, domestic violence escalates in severity and frequency over time. Smaller and smaller so-called provocations incite violence. Domestic violence is not just a case of spontaneous anger. The batterer plans his terror, creatively finding ways to hide

his cruelty or make the victim look out of control when the police arrive. The batterer's main objective is to remain in a power position so they can continue to control the victim.

Sometimes batterers are like two different people, depending on who they are with. They will stage performances to mislead family and police – acting as the perfect husband to shift blame to their wife, or to convince everyone they're sorry and that they've changed. Creating confusion is their secret weapon. When the police and courts see through the batterer's disguise, the batterer will cleverly try to become the victim by blaming culture, alcohol, or drugs for their violent behavior.

(Continued on Page 3)



(Continued from Page 2)

Many batterers will try to switch jail time for counseling by claiming to have been raised in an abusive home – this may be true, but it is just as often a lie. Not all batterers were from abusive homes. However, studies do show that batterers who were abused as children are much more violent and dangerous than batterers who were not abused. In either case, an NIJ study released in June 2003 shows that current counseling programs have failed to demonstrate any effect on the attitude of batterers or their tendency for future violence.

PART 2: THE POLICE OFFICER'S RESPONSE TO DOMESTIC VIOLENCE

Police need to treat ALL domestic violence calls as high priority and high risk. The seminar will discuss procedures for initial contact, securing the scene, interview techniques, collecting evidence, establishing probable cause and arrest procedure.

Too many police officers still have misconceptions about domestic violence. Complacency often develops because it's the same victims, over and over, so police start to think it's the woman's fault for not leaving. But it's often not so simple. Here is part of a testimony given by police sergeant Mark Wynn, whose stepfather was a batterer:

"I say to those who blame the victims to recall what happened to our brave soldiers during the war with Iraq. We turned on our televisions to see our captured flyers, beaten and battered, saying unpatriotic things about their own country. What you didn't see was the Iraqi soldier with the gun just off camera putting them in fear of their life. When they returned home, we hailed

them as the heroes they deserved to be. In family violence, there is no difference when an officer comes to the door and the wife answers with "there is no problem here," not knowing that the husband is standing just out of sight using the same threat as the Iraqi soldier. Death is death and there is no difference between these two killers." (See the remainder of Sgt. Wynn's comments by searching under his name at <http://endabuse.org/>.)

There are other reasons police sometimes mistakenly downgrade the seriousness of domestic violence, like the religious/cultural excuse – "It's just their culture" ... "The husband is only trying to bring her in line with church doctrine." But there are NO justifiable reasons for terrorizing people and breaking the law.

Upon securing the scene, police should look for evidence of struggle or injury – but be careful not to jump to assumptions. Batterers sometimes get scratched while attacking the victim, then claim that they were the one attacked. Be careful not to arrest the real victim if there is probable cause to believe they were acting in lawful self-defense.

Even if this is the first call to a particular residence, investigate to see if there is a history of abuse. Interview all neighbors, the children, and close family members. Always check for warrants and PPOs, and always take photographs of the scene, victim, and children.

Always make a thorough report, regardless of severity. Forward all reports to the prosecutor and FIA so they can start a file. Some batterers are clever enough to time their acts of terror; the secret to prosecuting them is to track for patterns of abuse that develop over time. If there are children present, ALWAYS fill out an FIA-3200 Form, even if they have no apparent injury. Up to 60% of men who abuse their wives also abuse their children. Note the children's location and emotional state at the scene – their witnessing violence is itself a form of abuse.

PART 3: LEGAL UPDATE ON DOMESTIC VIOLENCE

The seminar will discuss all the legalities regarding domestic violence. For instance, when police seek to establish whether or not a domestic relationship exists between the parties, keep

in mind that there is no statute of limitations regarding a prior domestic relationship such as a former spouse, former resident of the same household, or former dating relationship.

The assailant's threat, coupled with their ability to carry out the threat, is sufficient to constitute domestic assault. When there is "reasonable cause" of a domestic assault, the assailant should **not** be lodged under a related misdemeanor – the assailant should always be charged with domestic assault in order to exclude their use of interim bond.

Domestic violence charges are commonly enhanced with such violations as assault, assault and battery, aggravated assault, felonious assault, assault with intent to do great bodily harm, assault with intent to commit murder, stalking, violating a Personal Protection Order, criminal sexual conduct, kidnapping, child abuse, parental kidnapping, enticement, MDOP, B&E, entering without permission, and even cruelty to animals (batterers will often torture and kill family pets as a weapon of intimidation).

Even if there's insufficient cause for criminal charges, police officers are still responsible to help the victim stay safe and obtain judicial assistance.

TRAINING SCHEDULE FOR 2004

This free training program is intended for police officers, and is funded through a federal STOP Violence Against Women grant from the U.S. Department of Justice through the Michigan Family Independence Agency and the Michigan Domestic Violence Prevention and Treatment Board. Each officer attending will receive *The Michigan Law Enforcement Response to Domestic Violence Officer Manual* (also available on the web at www.michigan.gov/msp under MCOLES), as well as a copy of the *State of Michigan Statewide Model Domestic Violence Response Policy*. For program dates and locations, also see the MCOLES website. For further questions, contact Mr. Lynn Ried, phone 517-322-1949.

"All forms of chronic mistreatment in the world are interwoven. When we take on one part, all the rest start to unravel as well."

— Lund Bancroft,

"Inside the Minds of Angry and Controlling Men"



Threat Assessment In Schools

Final Report of the Safe School Initiative



7/7/2003, OAKLYN, N.J. (AP) — Three teenagers had the means to carry out a deadly attack in a small town near Philadelphia, authorities said, but the plot unraveled when they tried to carjack a motorist. Prosecutors say the attack had been planned over the course of several months. The suspects intended to target people at random once they had attacked specific victims. The Philadelphia Inquirer reported on Monday that the three teenagers called themselves “Warriors of Freedom,” practiced martial arts, and dressed in black to imitate characters in the Hollywood film “The Matrix.” The teens were described as aloof, withdrawn, and unpopular. One of the teens was disfigured and frequently picked on by other kids. Students described another suspect as “angry,” a young man who drew violent pictures and had kept a list of his enemies since elementary school.

Unfortunately, the above scenario is beginning to sound familiar – desperate and unhappy kids resorting to violence. It’s usually the boys who turn into killers, but violence by girls is increasing. A more frequent scenario, but not dramatized in the media, are desperate and unhappy kids who hurt themselves through drug abuse or suicide.

If you missed the Secret Service Safe School Initiative seminar at the Michigan State Police Training Academy on July 8th, here’s a well-timed refresher now that school is back in session. Dr. Randy Borum, one of the original researchers, and Special Agent Mark Alexander, spoke before an audience

of police officers and school administrators on the final report for the “Prevention of School Attacks” and how to conduct “Threat Assessments In Schools.”

Eleven key findings were identified from past incidents that have implications for preventing school violence:

Key Finding 1: Incidents of targeted violence at school are rarely sudden or impulsive acts. Targeted school violence usually begins with an idea, progressing to a plan, then steps are taken to secure the means to accomplish the plan, then the attack is culminated. When revelations surface that a student or students are in this process, police and school officials should intervene quickly. Sometimes the time span between the idea and the actual attack is relatively short.

Key Finding 2: Prior to most incidents, other kids, friends, schoolmates, or siblings knew about the attackers unusual behaviors or ideas. Schools and police need to break down communication barriers that discourage kids from coming forward with this information. Often there are bits and pieces of innocuous warnings from many sources that officials need to piece together in order to find a comprehensive picture of the student’s plans.

Key Finding 3: Most attackers did not threaten their targets directly prior to advancing the attack. This underscores the importance of not waiting for a victim to complain of a threat before beginning an inquiry. Officials must respond to “all” behaviors and communications that warn of violence. The lack of response could be taken by the attacker as permission to proceed.

Key Finding 4: There is no accurate profile of students who engage in targeted school violence. There are many “social” variables that could lead to violence – child abuse, poverty, gangs, drugs, breakdown of the family, and absence of moral instruction. All these issues need to be addressed, but they only make it harder to draw up a profile of a school shooter. The reliance on profiles runs the risk that the

great majority of students who “fit” the profile will never pose a threat, and students who in fact pose a risk may go unnoticed because they are different from the characteristics of past attackers. Instead the Secret Service recommends focusing on “behaviors” and “communications” that warn a kid may be thinking of violence.

Key Finding 5: Most attackers engaged in some behavior, prior to the incident, that caused others concern or indicated a need for help. In almost all cases, adults have noticed unusual behavior by a student prior to their act of violence. A significant challenge facing schools is to determine how best to respond to students who are already known to be in trouble or having emotional problems.

Key Finding 6: Most attackers had difficulty coping with significant losses or personal failures. Many had considered or attempted suicide. Most attackers suffer from depression and have difficulty dealing with failure, especially in social situations. A common thread among school attackers is hopelessness, despair, and feeling out of options.

Key Finding 7: Many attackers felt bullied, persecuted, or injured by others prior to the attack. In many cases, the student/attacker was the victim of longstanding and severe bullying. Bullying has always existed, but studies show it is definitely more violent today, designed to harm and humiliate. Bullying or personal feelings of inadequacy create a sense of powerlessness and desperation, which is why these kids lock onto media imagery, like “The Matrix,” to make them feel strong and in control. But too often today media imagery uses violence to overcome adversity. As researcher Dave Grossman says, “Media violence isn’t the only factor, it’s the new factor in school violence.”

Key Finding 8: Many attackers had access to and had used weapons prior to the attack. Access to weapons for hunting and marksmanship is common in the United States. However, when the idea of an attack exists, any effort to acquire, prepare

(Continued on Page 5)

Alcohol Makes You Fat And Weak

Muscle and alcohol go together like steel and rust. The research is consistent. People who drink alcohol have less muscle mass, as well as larger waistlines (more fat).

According to conventional wisdom, the infamous "beer belly" is caused by excess alcohol calories being stored as fat. Yet, less than five percent of the alcohol calories you drink are turned into fat. *The main effect of alcohol is to reduce the amount of fat your body burns for energy.*

Here's What Happens When You Drink Alcohol:

- A small portion of the alcohol is converted into fat.
- Your liver then converts most of the alcohol into acetate.
- The acetate is then released into your bloodstream, and replaces fat as a source of fuel.

The more you drink, the more your acetate levels rise, and your body



simply burns more acetate and less fat. In essence, acetate makes your body store its food as fat. So the combination of a lot of alcohol and a high-calorie meal is especially fattening! And not only does alcohol make you fat, *alcohol also slashes your testosterone levels.*

Just a single bout of heavy drinking raises levels of the muscle-wasting hormone cortisol and increases the breakdown of testosterone for up to 24 hours. The damaging effects of alcohol on testosterone are made even worse when you exercise before drinking. The effect of alcohol on testosterone is one reason that people who drink a lot carry less muscle (creating the

stereotype look of skinny legs and arms with a flabby beer belly).

As you may have already figured out, "how" you drink determines alcohol's effect on your body. A University of Buffalo study confirmed that *men and women who drank infrequently but heavily (binge drinkers) had more abdominal fat and more heart disease* than people who drank small amounts

on a regular basis (one glass of wine with dinner, for example). The more drinks in one sitting, the more abdominal fat. Moderation is the key to enjoying the heart-related benefits of alcohol.

And if you are looking to improve your physical condition, a sensible diet combined with a sound exercise program is still the best way to shapeup muscle and slim-down fat – persistence makes the difference.

Sources: "Christian Finn's Research Update" and "The Testosterone Advantage Plan."



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or use a weapon or ammunition may be a significant move in the attacker's progression from idea to action.

Key Finding 9: In many cases, other students were involved in the attack in some capacity. Too often kids are prompted and encouraged by their friends or peers toward violence, moving them from emotion to thoughts about revenge.

Key Finding 10: Despite prompt law enforcement responses, most attacks were brief in duration and were stopped by means other than law enforcement intervention. The short duration of most incidents of targeted school violence argues for the importance of preventative measures, emergency planning, and police familiarity with the school.

Key Finding 11: Almost none of the kids who have been involved in

school shootings had a healthy, trusting, helping, mentoring relationship with an adult. At the conclusion of the seminar, Dr. Borum made a special point to say that one social indicator seems to cut across school violence cases – the kid feels like he has no adult to turn to for help. Police officer liaisons in school can sometimes fill this badly needed mentoring responsibility for troubled boys needing a healthy male role model. And since statistics show that female violence and bullying has drastically increased in schools, there is an obvious need for women police officers to fill this mentoring role as well.

To summarize, ask these investigative questions:

- Does the kid have even one healthy relationship with an adult? – If not, some form of mentoring relationship should be provided.

- Who are the kids in school that seem depressed and hopeless? Are the kids already known to have emotional problems being monitored and counseled? – Prevention means you help all kids with emotional problems!
- Who are the bullies, and who's being bullied in school? – If a school tolerates bullying, it is allowing a known risk factor to proliferate!
- Have any kids communicated attack-related threats, plans, preparations or intents? – If so, confront them immediately!

The entire Safe School Initiative report is available online at www.ustreas.gov/ussis/index.shtml. For more information, contact the Michigan State Police Prevention Services Section: 517-333-4006.



How Police Can Help Victims of ID Theft

A continuation from a series of articles on fraud

Identity theft cost U.S. consumers and businesses \$53 billion in 2002, the Federal Trade Commission says in the most comprehensive government study of this increasing problem.

Based on the survey, 9.9 million Americans were victims of identity theft in 2002 when someone made unauthorized charges on their credit cards, took money from their bank accounts, or obtained a credit card or official document in their name. This cost the victims \$5 billion, and businesses and financial institutions \$48 billion.

The survey estimates that 27.3 million people have been victimized during the past five years. Unfortunately, not all victims are making police complaints – a serious mistake hindering prosecutions and the prevention of further fraud.

The Federal Trade Commission asks law enforcement to include the following procedure when helping victims of ID theft:

- 1) Take a thorough report and classify it under your jurisdiction's identity theft or fraud code. A police report is critical in helping victims get rid of fraudulent debts and clear up their credit reports. (Michigan's primary identity theft statute is MCL 750.285, Obtaining Personal Identity Information With Unlawful Intent, a felony.)

- 2) Advise victims to:

- Call the toll-free fraud number of any one of the three major credit bureaus to place a fraud alert on their credit report. Fraud alerts can help prevent an identity thief from opening additional accounts in victims' names. As soon as the credit bureau confirms the fraud alert, the other two credit bureaus will automatically be notified to place fraud alerts, and all three credit reports will be sent to the victim, free of charge.

Equifax
PO Box 74024
Atlanta, GA 30374
800.525.6285
www.equifax.com

Experian (TRW)
PO Box 9532
Allen, TX 75013

888.397.3742
www.experian.com

TransUnion Corp
PO Box 6790
Fullerton, CA 92834
800.680.7289
www.transunion.com

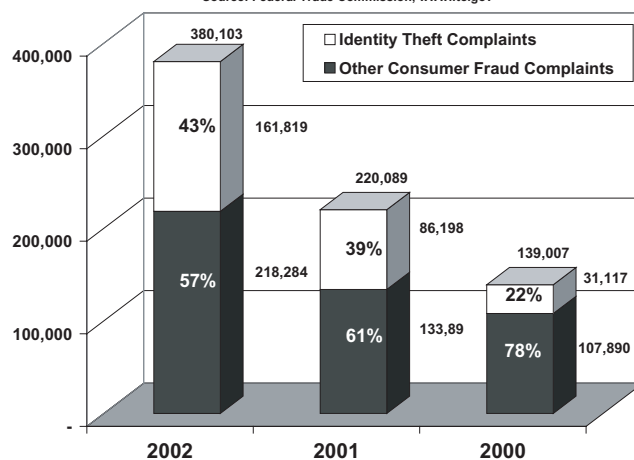
- Close the accounts that victims know or believe have been tampered with or opened fraudulently. When disputing new unauthorized accounts, many banks and creditors will accept

the "ID Theft Affidavit," which will save victims valuable time in the recovery process.

- File a complaint with the FTC at www.consumer.gov/idtheft or call 1-877-IDTHEFT (1-877-438-4338). Consumer complaints help make the FTC

REPORTED CASES OF CONSUMER FRAUD

Source: Federal Trade Commission, www.ftc.gov



database a better resource for law enforcement officers across the country.

- 3) Give victims a copy of "ID Theft: When Bad Things Happen To Your Name," which tells consumers how to minimize the risk of and recover from identity theft. Police and victims can download the handout directly from the FTC website, or police can request a free CD-ROM from which they can print copies with their department's shield on the cover.

For more information from the Federal Trade Commission, go to www.consumer.gov/idtheft/.

Remember that the Michigan State Police has specialized units for investigating consumer fraud: **Computer Crimes Unit, 1-877-5CYBER3, Major Case and Identity Theft Unit, (517) 336-3437 Lansing, or (734) 525-4535 Detroit Area.**

THE COST OF INTERNET FRAUD

Source: National Fraud Information Center, www.fraud.org

